

SET Workplace Cultures: Making a Positive Impact

Good Practice Guide



Foreword

We are delighted to welcome you to the tenth UKRC Good Practice Guide on SET Workplace Cultures: Making a Positive Impact. Organisational cultures have been identified as key factors in why women do not participate and progress in Science, Engineering and Technology (SET). Understanding the barriers and creating potential solutions needed to support more women into SET positions will make a significant positive impact in an organisation's ability to recruit and retain the best talent. Investigating how workplace culture affects employees and helps or hinders the recruitment and retention of women in this area of business is vital and will, of course, have a positive impact on business. This guide features comprehensive examples of leading SET companies that use a range of approaches to change their organisational culture for the benefit of the whole workforce.

Atkins and BT are proud to support this guide and are both committed to the goal of increasing the participation of women in SET careers. As a demonstration of this commitment to implement positive culture change, we have both signed up to the UKRC CEO Charter. This involves a top down, dynamic approach to increasing the participation and progression of women in SET. Research has shown that disappointingly only 15% of engineering undergraduates are women compared to 64% in the biological sciences. This situation is even more ironic since many of the latter have the requisite A-Levels for engineering degree courses. The facts behind the disparity of women in SET careers are even more startling:

- 12% of university students graduate with a science, engineering or technology degree. The Confederation of British Industry have argued that this has to rise to 25%, or 97,000 graduates, by 2014 to match the predicted growth in jobs
- 50,000 women with qualifications in science, engineering and technology are not in SET related employment.
- The Women and Work Commission estimates that removing barriers to women working in occupations traditionally done by men, and increasing women's participation in the labour market, could be worth between £15 billion and £23 billion.

As these facts show, there is a significant business case for increasing the number of women in SET. To do this we believe it is vital to provide inclusive workplace cultures that encourage and enhance women's career progression. In order to create these positive workplace cultures, companies need to make certain that diversity is part of the fabric of every business's culture. Fundamental to this is ensuring positive female role models are made visible within the company, and that gender stereotypes are dispelled regarding women's ability to work in SET.



Keith Clarke,
Chief Executive Atkins

"Diversity and differences enrich organisations and are the opposite of tokenism which deadens them. Achieving diversity is not convenient but it is right."



Caroline Waters,
Director, People and Policy BT

"Achieving a better gender balance is key in improving existing and longer term careers for women, promoting equality and in attracting the customer service skills BT needs to help our business thrive."



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What is culture change and why is it important?

SET workplace culture is costing British industry. Not only are skills shortages threatening to undermine the SET industry, but also new equality legislation is increasingly becoming a significant concern for employers. The Engineering Employers Federation (EEF) found that discrimination and equal opportunities now rank fourth – up from tenth in the first six months of 2006 – in their top ten Burning Issues barometer. Match this with the fact that the Confederation of British Industry (CBI) argue that the number of university students graduating with a science, engineering or technology degree needs to rise from 12% to 25% (the equivalent of 97,000 graduates) by 2014 to match the predicated growth in jobs, and you have a strong business case for tackling the under-representation of women in SET.

The Women & Work Commission estimates that removing barriers to women working in occupations traditionally done by men, and increasing women's participation in the labour market, could be worth between £15 billion and £23 billion.

(Shaping a Fairer Future, Women & Work Commission, 2006)

In order to lead within a competitive industry, SET businesses need to draw from the widest talent pool available and this means ensuring that skilled women are targeted in recruitment practices, but it also means examining and improving workplace culture to ensure the best talent is retained within SET industry. Developing and delivering an innovative action plan to address occupational segregation¹ can enhance an organisation's ability to compete for business in a climate of increasing equality legislation.

A study by Catalyst found that large US companies with the greatest representation of women in top management generated a third more returns to shareholders than those dominated by men.

(The Bottom Line: Connecting Corporate Performance & Gender Diversity, Catalyst, 2004).

What is organisational culture?

Organisational culture can be defined as the processes in workplaces that impact on the beliefs, values and behaviours of an organisation and its staff (Bagilhole, et al forthcoming). It is the unwritten rules that exist in a workplace which everyone follows without questioning. However, the way things are done in an organisation can put some people at a disadvantage if they are not part of the majority. As women make up only 18% of people working in SET, and while there may be no intention to discriminate, the effects can be just as damaging (Moving On Up? EOC, 2007). For example, research has shown the dominant culture in SET can be one of long working hours and in some cases, an expectation of total availability. This can lead to a situation whereby anything less is seen as a lack of commitment to the company or the job. This can indirectly discriminate against women who often have more childcare or domestic responsibilities than men (Bagilhole et al, forthcoming).

"Workplace cultures serve two important social functions. First they oil the wheels of the job and the organisation. Second, they have the potential to shape who is included and excluded at work. This can have a subtle but significant bearing on whether one progresses within a company or occupation."

**Wendy Faulkner, webcast lecture at 'SET: A Course for Women Returners',
The Open University, 3 November 2005**

Organisations with good equality and diversity policies, can sometimes appear to be 'paying lip service' if there is a gap between what is put in writing and reality. The way things are done in an organisation may be making it difficult for women, and men, to take up formal opportunities such as family-friendly working policies.

"One of the most important things to note is that there is not just one organisational culture, there are many. These organisational cultures actively work against women and may seek to exclude them from the technical workforce."

(Women in North West Engineering Report, 2006)

These cultural norms are made up of both tangible and intangible factors (see table below). In order to create an inclusive workplace culture, companies need to ensure that diversity is put into practice through the 'unwritten' practices. These can consist of including women in social networking and tackling myths regarding women's abilities to work in SET. Diversity and gender equality need to be embedded into the values of the organisation and the attitudes of all levels of staff in order for a shift to occur in women's perceptions about working there.

Examples of Structural Factors	Examples of Intangible Factors
Lack of flexible working – can affect women's ability to progress to senior levels	Networking – if networking takes place in the pub/on golf course, women can be excluded
Equal Pay – women can feel undervalued if they are paid less for doing the same job, which in turn affects staff retention levels	Images – if images stereotype or sexually objectify women it can create an uncomfortable atmosphere for women to work in
Role Models – if there are no visible women at the top of organisations, this means women working at lower levels are uninspired to progress	Gender stereotyping – if jokes and banter centre on 'a woman's place' or their ability to do SET, this can affect women's confidence in doing the job
Competency frameworks – recruitment & promotion procedures can ignore skills acquired outside of the workplace, e.g. during a career break	Lack of encouragement – more than 50% of women scientists said they don't receive active encouragement e.g. the tap on the shoulder for promotion ²

Culture change is something everyone in an organisation needs to contribute to. Top down commitment is vital, but change needs to take place at all levels of the organisation for it to be truly effective. It is important for companies to make multiple interventions as organisational culture is not something that can be challenged using a single intervention. For example, introducing flexible working policies alone will not retain more women engineers if staff are not aware of the existence of such policies and if all staff (including men) are not encouraged to use them. The use of data monitoring is also vital to keep track of the results of such interventions on women's increased progression into and through the company.

This good practice guide for employers provides information on tools available to assess organisational culture and eight inspiring case studies of SET organisations using multiple interventions to successfully tackle the under-representation of women in their company.

¹ Occupational segregation is the concentration of men and women in different jobs. This can be reinforced by an organisational culture which stereotypes certain functions to a particular gender.

² University of East Anglia/Athena Project 'Maximising UK Assets: Developing an Action Agenda to Tackle the Key Issues Identified by ASSET' (2005) <http://www.athenaproject.org.uk/reports.htm>

Want to change your workplace culture, but not sure how?

The UKRC has developed a Culture Change Model outlining the steps organisations can take to improve their organisational culture. The list of actions is not exhaustive; please contact UKRC for more information and advice.

Step One

Identify Business Case & gain commitment at all levels

Step Two

Analyse Workplace Culture

Step Three

Develop an Action Plan

Review Policies
and Procedures

Flexible Working

Gender Equality
Training

Networking and
Mentoring

Tools Available:

The **Culture Analysis Tool (CAT)** is a questionnaire developed by UKRC to assist employers in understanding and benchmarking the culture in their workplace with respect to gender equality. The attributes assessed are both the tangible and more intangible factors that contribute to the underlying workplace cultures. There are three questionnaires, one for management, one for employees and a third short questionnaire for HR to complete. The questionnaires are analysed at the UKRC and a confidential report is then issued. A comprehensive action plan for culture change that is tailored to the organisation's needs is then developed with the company (see pages 4 & 5 for examples).

UKRC/IOP Site Visit Scheme – this scheme is based on the successful Site Visit Scheme run by the Institute of Physics (IOP) to physics departments at universities across the UK, and the UKRC's expertise on the barriers faced by women in SET industry. A panel of representatives from the IOP and UKRC visits an organisation and conduct focus groups with staff and managers to determine the inclusiveness of the workplace culture and feed this back to the organisation in the form of a confidential report (see page 7).

CEO Charter – in signing the UKRC's 'CEO Charter for Women in Science, Engineering and Technology' companies are committing themselves and their senior management to promoting and communicating the business case for gender equality.

Quality Mark – this award scheme allows employers to gain recognition as an 'Employer of Choice for Women in SET' by the UKRC. The UKRC Quality Mark is awarded at one of three levels - bronze, silver and gold - indicating an ascending level of performance in attaining equality and diversity and enabling progress to be implemented and measured.

Athena SWAN Charter - a recognition scheme for universities who have demonstrated commitment and taken action to address the gender imbalance in SET Higher Education.

Ten Practical Ways to Create an Inclusive Workplace Culture

Based on the benchmarking of results from the UKRC/JIVE Culture Analysis Tool with the companies surveyed to date, we have developed the following recommendations on how to create a more inclusive workplace culture in order to recruit and retain more women³. This culture change can benefit the entire workforce. The overall results from the Culture Analysis Tool indicate that women are included in social activities within the companies surveyed, which is an important factor in making women feel included and welcomed in a male-dominated environment. However, this is not reflected in the publicising of how women in the organisation are doing, or in policies developed to address the under-representation of women in technical roles.



- 1. Ensure commitment from senior management on diversity** – this will provide a top down approach to gender equality that is visible for all staff to see. This can be further reinforced by all managers, including line managers, putting policy into practice, e.g. working flexibly
- 2. Review working practices and publish details on flexible working** to all staff e.g. through case studies on staff intranet/newsletter. Ensure managers and staff are supported on the practicalities of flexible working.
- 3. Ensure all staff are paid the same** in the same role and ensure consistent job descriptions across the workforce. Consider undertaking an equal pay audit to check this.
- 4. Promote mentoring and networking for women** in roles in which they are under-represented to provide encouragement and support. Ensure this is promoted as part of staff personal development.
- 5. Provide diversity and gender equality training** for all staff, starting with those involved in recruitment and selection.
- 6. Implement transparent monitoring programmes** on your company's efforts to attract and retain staff and break this down by gender and other diversity factors to see which initiatives are working well and where improvements need to be made. Use exit interviews to improve future recruitment and retention policies.
- 7. Review your recruitment and publicity material** to ensure you have positive images of women working in roles in which they are under-represented. British Gas and their 'exploding the myths about women in engineering' publicity campaign is an excellent example (see page 7).
- 8. Review recruitment and promotion procedures** – introduce competency frameworks which include skills and experience acquired outside of the workplace, ensure only relevant factors are included, e.g. not focusing on length of service which can indirectly discriminate against women
- 9. Ensure social events include everyone** and are arranged at times and locations appropriate for people from different backgrounds e.g. events taking place in the pub in the evening can exclude people with childcare responsibilities or religious beliefs regarding alcohol.
- 10. Consult staff with diversity policies** – survey staff opinion on gender equality and diversity issues. Get feedback on the effectiveness of staff policy.

³ See also EOC *Moving on up? The Way Forward* report which features tips on creating a more inclusive workplace culture for ethnic minority women

Case Study: Halcrow

Halcrow is an engineering consultancy that specialises in the provision of planning, design and management services for infrastructure development worldwide.

Cardiff Halcrow undertook the Culture Analysis Tool and worked with staff from the UKRC and JIVE to develop an effective action plan. The good practice used at Halcrow includes:

- Recruitment advertising includes positive images of both men and women to attract females who are in shortage and who account for only 9% of the construction industry's workforce. Currently 26% of Halcrow's organisation is female.
- Flexible working: Halcrow's whole employment package is aimed at attracting and retaining the best people, including benefits such as flexitime, option to buy additional annual leave, and child care vouchers amongst others.
- Employees are encouraged to become involved in activities and projects within the industry and wider to promote women in engineering. This includes participating in events such as:
 - Construction Industry Training Board Ambassadors scheme where female graduates from Halcrow visit schools to promote engineering as a career
 - "Girls allowed" CITB week bringing girls into the workplace to shadow our female engineers and for work experience
 - Support to members of 'MentorSET' to attract and retain female engineers and scientists in the industry

"There are good business reasons for getting involved with JIVE such as complying with the employment legislation; gathering evidence for tender documents for work winning, to demonstrate implementation of our policies; and to allow us to address the skills shortage. At a time when our industry faces a skills shortage, it's more important than ever to ensure Halcrow continues to provide the kind of working conditions that attract – and keep – high calibre employees."

Sally Sudworth, Associate Director

Outcomes include:

- An increased commitment from management to challenge behaviour and value skills developed outside the workplace
- Halcrow has committed to using the CAT to demonstrate compliance with the new Gender Equality Duty to public clients
- Halcrow found the survey such a success they rolled out the CAT nationally to all their sites in the UK – 24 in total
- Halcrow will repeat the CAT in 12 months to benchmark progress at Cardiff





Case Study: 2010 Rotherham Ltd

“There’s no doubt the operative section get less applications from women than we do men. We hope to improve that and the good practice we’ve developed with apprentices needs to be shared in other recruitment opportunities.”

Kate Plant, Equality & Diversity Officer, Rotherham 2010

2010 Rotherham Ltd is an Arms Length Management organisation (ALMO) which undertook the UKRC/JIVE Culture Analysis Tool (CAT) with 33% of staff responding to the survey in May 2006. The results of the CAT survey showed that the workforce seemed to feel they were confident about the importance of gender equality but less confident about how to promote it in practice. Two day JIVE gender equality training was provided for 50 managers and staff across the organisation and this group fed back into the action plan resulting from the Culture Analysis Tool (CAT). As the company’s Equality and Diversity Officer, Kate Plant says: “The training was really positive and allowing the staff to feed back into the action plan gave them some ownership over the issue of gender equality so they felt more comfortable with making change. The CAT worked well because Rotherham 2010 needed support to take actions forward and it got people in the workplace talking about gender equality issues. This brought certain attitudes out into the open which could then be challenged and provided an opportunity for staff to voice their views.”

Other outcomes include:

- Wider Horizons – work experience placements for girls from local schools
- Introduction to Leicester City Council as a Good Practice example, who suggested changing recruitment publicity. **This meant 2010 Rotherham Ltd went from no applications from women to 40 applications in 2006**

Case Study: Inspace Partnerships

Inspace undertook the Culture Analysis Tool survey at two of its branches at the recommendation of the Sector Skills Council for Building Services, Summitskills. The results of the survey led to Inspace implementing a national ‘Women in Construction’ strategy as part of a three year Action Plan. This consists of 4 key initiatives:

- Dare to be Different campaign which involves creating awareness in schools that Inspace actively encourages and welcomes applications from women interested in undertaking an apprenticeship with the Company. We have developed a bespoke work experience programme for school girls and we have a team of ambassadors who are tasked with presenting to classes of Year 9 students.
- Diversity in the Community where we work with the Commission for Racial Equality.
- Embracing the Right Behaviour in the Workplace which has involved a poster campaign designed by school children supporting the right behaviour towards others.
- Fair Pay and Promotion where Inspace have defined equal pay salary guidelines for all posts, supported through job descriptions and consistent structures. All of which are supported by the Company’s succession plan.

“We have made significant progress in the recruitment of women into our workforce and had huge success with more female apprentices at the company.”

Carol Angell, Head of HR

Case Study: Rolls-Royce

“Rolls-Royce is committed to encouraging a diverse workforce and promoting equality of opportunity for everyone. The UKRC/IOP Site Visit was a great way to make sure our equal opportunity policies encourage true equality in the workplace. We wanted to see if our culture was one which supported women. With less than 14% of our workforce being female, we are keen to understand the issues surrounding the recruitment, retention and progression of women in Rolls-Royce.”

Karen Brown, Diversity Director, Rolls-Royce plc.

A UKRC/IOP site visit was carried out at Rolls-Royce in October 2006. Five focus groups were held with female staff, female senior and middle management, male staff, male middle managers and male senior managers. The topics included flexible working, barriers to women's progression, paternity leave and maternity leave.

There was positive feedback provided by respondents on some initiatives at Rolls-Royce:

- A strong mentoring culture including online training for staff in mentoring
- Childcare vouchers were highly valued
- The Rolls-Royce Women's Network is popular amongst the female staff

Based on the results of the UKRC/IOP Site visit, the Global Head of Purchasing at Rolls-Royce has agreed to set up a **Global Purchasing Diversity Council** to look at the actions from the Site Visit and develop a vision and 5 year action plan. Some of the recommended actions from the site visit include:

- Publicising mentoring and its benefits more widely;
- Providing further guidance to managers about flexible working and showcasing success stories;
- Being clear about the criteria for progression and ensuring there are no gender issues in the boarding process.



“The Global Purchasing Diversity Council is keen to look at and embed the actions from the Site Visit report. The existence of this Council demonstrates our commitment to diversity and equality in the workforce.”

Karen Brown, Diversity Director, Rolls-Royce plc.

Case Study: Edinburgh University

The School of Chemistry at Edinburgh University was awarded the Silver Athena SWAN Charter Award, a recognition scheme for universities who have demonstrated commitment and taken action to address the gender imbalance in SET higher education.

The School actively supports its staff to achieve excellence in their teaching and research, while recognising that many staff have priorities outside work which have to be managed. The previous and current Head of School both engendered a culture and style of management that encouraged staff to manage their domestic commitments and not for these to be seen as having a negative impact on their careers. In addition their work to improve the retention of female academics, and the positive role models provided by senior staff, mean that the School has achieved what it recognises as the most difficult aspect of the change programme, namely a shift in the School's culture. The culture is now one which values all staff for their contributions, measured more by output than by hours spent at the bench.

The Head of School has implemented and visibly reinforced a number of university policies, such as flexible working, and effective appraisal. These transformations have also led to:

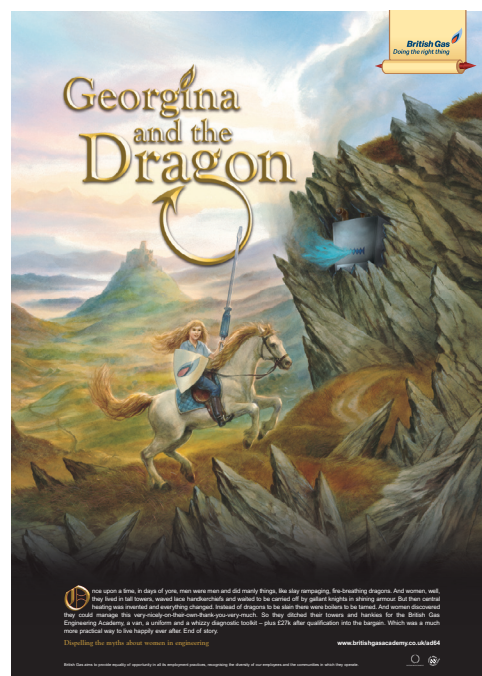
- The first female Head of School in the College of Science and Engineering
- Increased flexible working amongst staff
- Staff are provided with the development and support (via appraisals, mentoring, transparent communication, development initiatives) they need in order to meet their full potential

Case Study: British Gas

“It is important to us at British Gas to address diversity because there is a strong business case for our workforce to reflect the customers we serve. In particular there is a strong business case for recruiting more female engineers, for example when our engineers are visiting homes of potentially vulnerable groups such as the elderly, single parent families or homes from the BME community.”

Michelle Dow, Recruitment & Diversity Specialist

British Gas have launched a 'Georgina and the Dragon' poster campaign to challenge the myths surrounding women in engineering.



Case Study: National Grid

“With a strong business imperative already developing, in 2004 we recognised that the profile of our organisation did not reflect the composition of the communities in which we operate and over the next ten years the communities which we serve will become significantly more diverse. We need to attract from the broadest population if we are to find and develop the necessary skills to ensure the sustainability of our company and the achievement of our strategy for growth. A critical factor in our success was being viewed as an ‘employer of choice’ and in particular we wanted to create a place where women want to work.”

Steve Holliday, CEO

Initiatives

- A National Grid women’s network (WiN) was established in November 2005 and has held a range of events such as development programmes for women, panel discussions on flexible working and a buddying system arrangement between the UK and US.
- Field Force Initiative – two female administrative assistants were given the opportunity to retrain as first call operatives and National Grid hope to replicate this creative approach of utilising internal female employees from different work areas to tackle skills shortages.
- Family Provisions Policy – includes maternity provisions that exceed the statutory entitlements; childcare vouchers to assist employees returning to work after a childcare break; unpaid childcare breaks to source suitable childcare arrangements; a childcare allowance for eligible employees of £40 per week, per child and a keep in touch scheme for maintaining contact with the company during maternity leave.
- National Grid have a new competency framework to ensure employees are assessed on whether they have the knowledge and skills required for the job, rather than any other factors, such as length of service which can be indirectly discriminatory to women.

Outcomes

- There has been an increase in female graduates to 36% since last year and 25% of graduate engineers are now female. This results from a clear recruitment strategy: “We have developed our attraction strategies to specifically attract women, especially into engineering roles; we have worked hard to improve our culture, with all UK managers receiving training in inclusive behaviours and valuing diversity.” Catherine Hamilton, Inclusion & Diversity Manager.
- The family provisions policy amongst other things has resulted in 98.7% return rate from maternity leave
- National Grid has been listed in The Times Top 50 UK list of ‘Where Women Want to Work.’

“There has been a big improvement in attitude – it’s a much more enlightened place than when I started 14 years ago”.

Rachel Morfill, Data & Analysis Manager



Case Study: Institute of Physics

The Institute of Physics (IOP) has made several significant changes to its workplace environment which has had a significant impact on the organisation's culture benefiting both its staff and its members. In 2002, the IOP appointed its first female CEO, Dr Julia King, and under her leadership went on to implement recommendations arising from the 2002 Paris International Union of Pure and Applied Physics (IUPAP) conference, the first international conference devoted entirely to the problem of the scarcity of women in physics.

The IOP have managed to greatly increase the number of women winning Institute Awards and introduced a Site Visit Scheme (see page 3). A lack of women Fellows in the institute was identified as an issue and the IOP instigated positive action by writing to women professors nationally to encourage them to apply, and thus, significantly increased their number amongst fellows in the institute. At this time there was also an increase in the number of women on committees: "So I think now, women are probably 'over-represented' on almost every committee, which is great." (Dr King)⁴

A striking example of cultural impact arose with the opportunity of naming rooms in a new extension the Institute acquired. As the Greenfield 'SET Fair' Report (DTI 2003) argues, changing certain 'symbols of culture' can have a significant level of impact in making women feel accepted and welcomed into a workplace. As members of the IOP Women in Physics Group explain:

"All the rooms in the old part of the Institute were named after male dead physicists...Julia came and every single one of the rooms, all ten of them in the new annexe, are called after women...This was a dramatic change because it just showed that the Institute took seriously the fact that there had been a number of very eminent women physicists in the past."

(Member of IOP Women in Physics Group)

The IOP have developed initiatives aimed at increasing levels of school girls choosing to study physics, including publishing a review of research on this area and producing a CPD package for teachers.

"We have also set up a Diversity Forum which demonstrates our efforts to bridge the gap between the IOP as an organisation and as an employer, and this has served to raise diversity to another level with the IOP and led to these issues being discussed more widely. We aim to include diversity issues into all aspects of what we do, on an institute wide basis, as well as having a Diversity Programme in place which includes a Diversity Leader and Diversity Coordinator working on these issues."

Peter Main, Director, Education and Science

The IOP Site Visit Scheme has been extremely popular since it was set up in 2003, with 40% of physics departments in UK universities taking part. For more information visit <http://www.iop.org/activity/diversity>

⁴ All quotes from a paper presented at 13th International Conference of Women in Engineering and Science (ICWES) 26-29th August 2005 in Seoul, Korea http://www.ccwestt.org/cnu5news/images/Raising_the_Profile_of_women_in_Science_Eng_and_Tech.pdf



Useful Resources

UKRC Services – see back cover for information

Communities and Local Government are developing a gender equality check tool to enable employers to look across a range of issues that impact on the gender pay gap, in line with recommendations from the Women and Work Commission. http://www.womenandequalityunit.gov.uk/women_work_commission/index.htm

The Athena Project

Its aims are the advancement and promotion of the careers of women in science, engineering and technology (SET) in higher education and includes the ASSET survey and the Athena SWAN Charter. www.athenaproject.org.uk

Opportunity Now

Opportunity Now are a business-led campaign that works with employers to realise the economic potential and business benefits that women at all levels contribute to the workforce. www.opportunitynow.org.uk

Equal Opportunities Commission

The Equal opportunities Commission is a leading agency working to eliminate sex discrimination in 21st Century Britain and are the lead organisation on the Gender Equality Duty. Their latest report Moving On Up: The Way Forward features advice on creating a more inclusive culture for ethnic minority women. www.eoc.org.uk

Where Women Want To Work

Where Women Want To Work website features a checklist of how to make a workplace more gender friendly and lists the Top 50 Employers where women want to work. <http://www.wherewomenwanttowork.com/home/default.asp>

Women in North West Engineering (WEWIN)

WEWIN is funded through the European Social Fund and was a follow up to the Developing Female Engineers research project. The aim of the project was to examine and evaluate the organisational culture in the engineering industry. Their report includes positive recommendations to help improve the representation of women engineers in maintained careers. <http://www.cse.salford.ac.uk/wewin/>

About the UK Resource Centre for Women in SET

The mission of the UK Resource Centre is to establish a dynamic centre that provides accessible, high quality information and advisory services to industry, academia, professional institutes, education and research councils within the SET and built environment professions, whilst supporting women entering and progressing in SET careers.

The UK Resource Centre for Women in Science, Engineering and Technology (UKRC) is a partnership of four organisations: Bradford College, Sheffield Hallam University, Cambridge University and the Open University, working on behalf of the DTI. One of its primary aims is to provide information, support and advice to employers who seek to improve the recruitment, retention and promotion of women in SET and to raise their profile.

The UKRC is the lead partner in the JIVE (Joining Policy, Joining Practice) project, an exciting partnership of organisations in England, Wales, Scotland and across Europe, working to challenge occupational segregation in the areas of Science, Engineering, Construction and Technology.

Information and support ranges from:

- A confidential helpline and enquiry service
- Good Practice Guides
- Employer networking opportunities
- Cultural benchmarking (gender specific)
- Women returners schemes
- Expert and role model databases
- Mentoring scheme support
- Gender specific statistics
- Recognition and award schemes for good practice employers
- Employer advice and consultancy

Resource Centre Contact Details:

Web: www.setwomenresource.org.uk Email: setwomenresource@bilk.ac.uk

Helpline: **01274 436485**

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Sheffield Hallam University



UNIVERSITY OF
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